

**CAL3-DEPT OF TOXIC SERVICES (US)**

**Moderator: Patrick Barclay  
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7:41 pm CT**

Operator: Welcome and thank you for standing by. At this time, all participants are in a listen only mode until the question and answer session of today's conference.

At that time, you may press Star followed by 1 on your phone to ask a question. I would also like to inform all parties that today's conference is being recorded. If you have any objections, you may disconnect at this time.

I would now like to turn the conference over to Ana Mascarenas.  
Thank you. You may begin.

Ana Mascarenas: Thank you. Welcome everyone. This is Ana Mascarenas, with Department of Toxic Substance Control. Welcome to this Webinar. We appreciate you taking your time this evening to join us.

For the folks who have – click in the Webinar blue jeans link, the slide we're currently displaying on the Webcast has all the information for accessing this evening's meeting.

As the operator just mentioned, as you joined the audio portion of the Webinar, to the phone, you will automatically be in listen-only mode.

After each presentation portion of the Webinar, we'll invite people to share in the question queue and we are having – we'll anticipate a smaller call this evening and so we'll invite people to questions by unmuting the phones.

Once we open up the answer – the question and answer session, your phone will be unmuted.

We realize that phone participation may be difficult for some and others may wish to use the chat function or the email portion for submitting your questions. You are welcome to do so.

There's a chat function in blue jeans and you may email at any time, DTSC Public Meeting at [DTSC.CA.gov](http://DTSC.CA.gov).

We'll do our best to get to every question but for questions that we may not be able to answer during the Webinar, we'll follow up after with a response.

We appreciate your patience. We're trying to make this Webinar accessible through several ways including having this evening's session. We actually hosted an afternoon session with over 80 participants.

If you're having any trouble connecting to the blue jeans Webinar, the participation slides are linked on our Web site as a downloadable PDF

and you can also use those to follow along. We'll be indicating which slide number we're on so that you can follow.

I'll repeat this information about accessibility again and when the lines are going to be unmuted for conversation. Please feel free to contact us (through Webinar) chat and email at any time. We're going to wait just one more moment and then get started.

Okay, good evening again. If you didn't – if you just dialed in, my name is Ana Mascarenas. I'm the environmental equity deputy director at the Department of Toxic Substances Control which we'll refer to as DTSC throughout the Webinar.

I'll be facilitating this session today with support from our Webinar team and phone operator.

And before I hand it over to our acting director, Dr. Meredith Williams, for some welcoming remarks and to provide an overview of DTSC's draft strategic plans, I'd like to note DTSC leadership also participating this evening in the Webinar and who will participate in the question and answer and discussion portions as well.

In the room we also have Francesca Negri, our chief deputy director, (Riz Gargazi), hazardous waste management program acting deputy director, (Grant Coates), site mitigation and restoration program acting deputy director and I may be providing responses to some of the questions as well in my duties as the deputy over the public participation, environmental justice and tribal affairs program.

With that, I will hand it over to acting director, Williams, to welcome everyone and provide an overview of DTSC's draft strategic plans for 2019 to 2023.

Dr. Meredith Williams: Thank you, Ana, and thanks to everyone who's participating today. We're very eager to get the strategic plan out into the world and to begin to get feedback from our stakeholders so that we can use that feedback to strengthen the strategic plan.

You may have to bear with us over the course of the event as we synch up the slides. There's a little bit of a delay in the room. Great.

So, I'm on the slide that says, "Shaped by recommendations and input." And I wanted to start here because the strategic plan really reflects a lot of input that we received as a department through a number of channels.

And I think the challenges that people associate with DTSC are well-known and we received input based on the independent review panel. Some of the department's challenges were part of the reason that panel was convened.

We've received input from a number of environmental justice organizations, for instance, the People's Senate Report is widely known to certainly those of us within the Department, but also known amongst a lot of our stakeholders.

Our public participation program underwent an assessment by UC Davis a number of years ago. And, again, it was a chance for people to tell us what they thought about how we were talking to folks, how we

were engaging with folks and how we were using community information to inform our decisions.

Of course, any organization is only as strong as its staff and we did do – in 2016, we did an extensive organizational health assessment where the large majority of our staff told us what they thought about whether or not they had the tools and resources to do their job and how we could support them better so that they could help us meet our mission.

And lastly, we have a very strong commitment to diversity and inclusion in the Department. We started with a task group and that task group has now matured into a council and there've been a number of recommendations coming out of that work that are included and embedded throughout the plans.

So, as you can tell, this is not something that the executive team came up with on their own. What we really tried to do was carry the takeaways from all of those reports with us as we crafted goals and objectives in this strategic plan.

And our goal today is to start the conversation to determine whether or not we've been successful in doing that or whether we've missed anything or whether there are other things that we can do in this plan that would help us address some of the concerns around transparency, around how we engage with communities, et cetera, as we implement this plan over the next five years.

Ove the five years, let me just talk a little bit about the timeline. The timeline is that we will accept some public input for the month of – throughout the month of July.

In addition to the Webinars, we will be hosting in-person workshops at a couple different locations around the state. And perhaps that's another chance for people to engage with the Department and maybe dig even deeper on the strategic plan as they provide feedback in those workshops.

We'll take all of the input we receive by the beginning of August and use that to take a step back, look at the strategic plan and determine whether or not we need to make any changes which I'm pretty confident we will based on even the input we got this afternoon.

This afternoon, for instance, we heard some questions raised about civil rights, about information accessibility through our tool, EnviroStor, about how we were going to consider cumulative impacts and whether or not we really adequately addressed hazardous waste generation and reduction.

And we heard some other issues, too. But just as an example, it's clear that our stakeholders have thought deeply about the Department and have a lot of ideas about what the Department needs to do be successful.

So, we'll take all that feedback, incorporate it and finalize the plan. And I will say, when I say finalize, I use air quotes around that simply because we envision the strategic plan as being a living document in that, as we go along, we will continue to revise it.

We will continue to do course adjustments as needed to get us where we want to be.

So, in support of that, not only will we be updating actions, for instance, we'll be providing tools so that the public and other interested folks can find out how we're doing in terms of implementing the plan. So, we'll have online tools to help people track our progress.

So I just – my job today is to give you an overview of the strategic plan and what's in it. And to that end, I'm going to give you the highest level overview and then talk a little bit about the different sections.

If you open the plan, it starts with really just an introduction to DTSC. Of course, many of you, if you called into this Webinar, I'm guessing you're already pretty familiar with the work that we do. So, it's very broad brush strokes, introduction to the different programs and different activities of the Department.

After that, we move into our vision, our mission and our values. After that discussion, there is the meat of the strategic plan which is what are our goals? What is it that we're trying to achieve?

So, for each goal, there's a summary of the individual goals and then the objectives that support that goal. And then associated with each objective, there are specific actions that need to be taken to move us towards that goal.

And lastly, for any of the goals, we've identified some metrics which will be used to track our progress. Note that the metrics are not at the objective level. They support the overarching goal.

So with that, I'll go one level deeper on each of those things. I want to start with our vision. And I like to think about visions as something that may be slightly beyond our reach, somewhat ambitious aspirational.

And so, our vision is that all of California is thriving in a healthy environment. Clearly, it would take more than just DTSC staff to make that a reality but we think that our stakeholders are also working in that same direction, working towards the same vision ultimately.

And so it is a way of us signaling that we will be in partnership as we move forward throughout the plan.

Our role in achieving that vision is to meet our mission. And our mission is to protect the people, communities and environment of California from harmful chemicals by cleaning up contaminated sites, enforcing hazardous waste laws and compelling the development of safer products.

I think that those of you who've been engaged with the Department will recognize that as the core work that we do.

How we do it – the mission describes what we do. Our values describe how we do it. And you'll see here are values which we think are core to how we interact with each other, how we interact with the public, how we interact with any of our stakeholders, our business partners, whoever it might be that we're working with.



And so, we want to work to the highest level of quality and we have a very professional staff. And so, quality and professionalism is one of our values.

We work in teams. We work in teams, not only internally within a given program, but also across programs and, hopefully as you'll see in our strong partnerships goal, we strengthen our teamwork with our stakeholders.

We work with integrity. We – which means that we can be held accountable. We hold ourselves accountable and we expect to be held accountable, and that we are trustworthy.

Diversity, equity and inclusion – I did mention that we had been tackling a number of issues related to diversity, equity and inclusion over the last several years and it's really become a very core way that we work within the Department.

Leadership – California is often an environmental leader and we think that DTSC needs to be in line with that. We have a leadership academy within the Department. It's been in place for a couple of years now.

And what it gives us is a shared understanding of what it means to lead and it puts the responsibility for leadership, not just at the executive level, but throughout the organization.

And so, we want to lead in terms of the science that we use. We want to lead in terms of the practices that we use as we execute our mission.

And lastly, respect. We treat each other with respect. We treat our stakeholders with respect. And we expect others to treat us with respect. It's a mutual thing that we place a high degree of value on.

So, with that, I'll move into our goals. We have defined five goals for the strategic plan. The first is strong partnerships.

And that's how we intend to collaborate with our stakeholders, whether that's the regulated community who needs to understand how we implement our regulations or whether that's communities that are affected by our cleanup activities.

We need to be in strong partnership with everyone who's affected by the work that we do. Environmental justice – we have a commitment to preventing harm and to protecting the most vulnerable.

Unfortunately, environmental burdens are not carried equally throughout the state and we want to be mindful of that and make sure that we take that into consideration as we make our decisions.

Our third goal is high performing programs and services, to deliver our mission effectively and on time. We want to use good processes, good procedures and be efficient with our revenue, our – the funds that we have to get the job done.

Organizational health – I made a reference to the Organizational Health Survey, and based on that survey, we have an organizational health goal to be inclusive, productive and accountable.

And our fifth goal is fiscal stewardship, to use transparent fiscal practices and secure reliable funding. Many of you know that the Department is already in structural deficit on one of our key accounts.

And we will be looking forward to how can we make sure that the Department has sound financial footing to be able to meet our mission.

But not only that. We want to make sure that people understand where we are spending the money. Is it in line with our priorities? Are we using best possible practices for managing the funds that we do have?

So, those are our five goals. Under each goal, there are objectives. And the objectives, we think, will take two to three years to achieve. And as I said, it's a living, breathing, strategic plan, so the objectives may change over time.

In fact, we actually anticipate updating those objectives every year, if not more frequently, depending on how we progress.

Any objective we have needs to be very tangible in terms of the outcome and it needs to be measurable.

For every objective, there are a series of prioritized actions. The prioritized actions you'll see in the workplan, throughout the workplan, are not all the actions that need to be taken in order to achieve the objectives.

In fact, it's only a select subset of the actions. The idea behind that is that we've chosen things that we already are moving on and we want to bring across the finish line.

For instance, I mentioned our leadership academy and we want to make sure that we have our full management team trained in those skills and those competencies.

At the same time, there may be some actions that are critical to get done early in the lifetime of the strategic plans so that other things can follow in course. And so, it's very important to time the actions.

And, again, as we knock things off the list, we're going to continue to backfill with additional actions to keep things moving forward.

And then, as I said, we'll be measuring our progress and doing that in a way that's very transparent. So, we do have, in the strategic plan, a number of key performance indicators and that's how we're going to measure that progress.

Those indicators will be visible on our Web site through a performance dashboard and that, we hope, will facilitate communications, tracking by our stakeholders and transparency of what we're doing, how we're doing towards meeting the goals in the strategic plan.

So, that's the broad overview of the strategic plan and I'm happy to take any clarifying questions at this time before we move into more depth on the individual goals. So, I'll turn it back to Ana.

Ana Mascarenas: Thank you. So, before we do that deep dive into the goals, objectives, actions and metrics, we have time to answer a few questions about what Acting Director, Williams, just covered.

I'd like to request if you please focus your questions for this section on the overview that was provided so far, and then we will do a quick poll to see which of the goals we will talk about first. So, operator, (Marcus), if you could please unmute the lines.

And so, everybody who's called in, your lines will be unmuted. If you have background noise, please put your phone on mute if you're not speaking. Otherwise, operator, (Marcus), if you could please confirm the lines are unmuted.

Operator: All lines are now open.

Ana Mascarenas: Thank you. So, we'll take questions or comments that anyone might have on the presentation thus far. If you'd like to ask a question or make a comment, please state your name and we will respond.

Are there any questions from folks who have called in? You can also, at any point in time, enter a message on the event chat or email us at DTSC Public Meeting at DTSC, dot GA – sorry, dot CA, dot, G-O-V.

We will read the messages that come in through the event chat and the email and respond to them in the discussion. So the line is open for any questions.

Okay, we will move into a very quick poll to see which of the goals we will delve further into next. So, operator, if you could please put the phones back on mute. Thank you.

So, we've started a poll, for those who are on the blue jeans, and this will be a quick poll. This – you'll notice in the slides that there are many slides. They are a summary of what's in the full strategic plan.

And we want to make sure to give a good sense of what each of these goals is, and we won't have time to cover all of them. So, I see one person voted, which is fantastic.

Please vote on this poll so we get a sense of what you'd like to talk about first today. We have high interest in high performing programs and services so far. Please keep voting.

Okay, I think we have our top two goals to start with. We have environmental justice which is goal two. And we have high performing programs and services.

Thank you all for those participating in the poll. So that means is that we will skip to the portion of the presentation with the slides on environmental justice start.

That is Slide 29. And for those who might be following in the full draft strategic plan, that's Page 7.

Okay, I'm going to start with Slide 29, goal two, environmental justice. We will prevent harm while working to protect and restore California's most vulnerable and environmentally burdened communities.

Slide 30, the first objective under this goal is that we will meet our civil rights obligations and improve access to resources.

This process starts with asking communities and tribes how we can best partner in ways that are appropriate, respectful and helpful. This will result in open dialogue with affected communities to foster understanding of roles, responsibilities and capacities and will improve public involvement in the technical and procedural aspects of environmental decision-making.

Slide 31 – again, these are some of the key prioritized actions under this objective. There are other actions. We've highlighted the prioritized ones for discussion. And you'll find a little more detail about these in the document, the full draft itself.

On Slide 31, we have prioritized action one, implement a staff training program on the DTSC civil rights and language access implementation plans.

Action two, develop and publish regional public engagement strategies. Action three, develop a strategy to promote local hiring and training across projects where the Department provides oversight.

Slide 32, objective B, we will train staff on tribal histories and indigenous environmental justice so that DTSC can engage directly and effectively with tribal nations and communities.

Through better understanding the history of tribal nations along with federal and state laws, DTSC can better support tribes in protecting their cultural resources, public health and environment.

I'll also note, some of the participants on the call may have seen this earlier in the week, there was a really landmark executive order that was issued by the (unintelligible) administration recognizing and officially apologizing on behalf of the State of California for the many harms and genocide against the Native American peoples of the state.

It was a very important executive order that reinforced our previous administration's executive order directing and guiding all the departments to coordinate respectfully in consulting with tribes across the state. This goal and these objectives are consistent with that really important work.

On Slide 33, we have prioritized actions. Number one, increase the number of tribal engagement activities for new and existing projects, sites and regulatory activities.

Number two, better integrate cultural resources and management expertise in tribal engagement activities. Number three, partner with tribes to establish an ongoing training program for interacting with tribal nations and communities in our everyday work.

Slide 34, objective C, recognizing community knowledge, including traditional, local and indigenous knowledge, help to grow partnerships and results in government better serving communities.



This type of knowledge is based on the observations and personal experiences of community members and often yields a more holistic approach to defining and solving problems.

DTSC will integrate community knowledge and other forms of environmental justice, research and data into our decision-making.

Slide 35, prioritize action one is develop a community science curriculum in partnership with community-based organizations and identify priority areas for community science initiatives.

Prioritize action two, draft policies that integrate community data into DTSC's decision-making processes. Action three, develop and share a draft workplan for public input on priority areas for addressing environmental equity and environmental justice.

Slide 36 – this is the last objective in this goal. We will identify cumulative impacts in the communities we serve and will incorporate solutions to better protect vulnerable groups.

DTSC's decisions must consider the (accumulative) impacts of pollution, health disparities and other social vulnerabilities in affected communities and pursuing environmental justice.

We will be accessible, reliable and responsive where community concerns are being voiced.

Slide 37 – prioritize action one – summarize participation in regional environmental justice taskforces and seek to implement consistent and accountable participation.

Action two, host six stakeholder roundtables on implementing cumulative impact, cumulative vulnerability and environmental justice criteria for use in permanent decisions and clean up activity.

Action three, increase the number of grants, loans and other resource investments in vulnerable communities through collaboration of local, state, federal and tribal partnerships.

And Slide 38, this is the metrics section. So, we've highlighted the actions that are priorities for the next two to three years under this goal. We expect that as actions are completed, we will add new ones and we are sharing and asking for your feedback on key performance indicators under each goal.

These won't be the only things that we're measuring throughout the plan or that the Department measures in our work and how well we're doing. But we want them to be good indicators of whether we're meeting our commitments.

The first performance – key performance indicator for environmental justice is related to the environmental justice taskforces (and items). And some (areas in our) participation and setting up a system so we measure how to improve and how much we're improving.

The second performance indicator is related to grants, loans and other resource investments, setting a baseline for how much we are directly able to provide in those investments and how much we can partner with other agencies and entities for those investments.

And the third key performance indicator is that we want to develop, establish and increase each program using cumulative impact, community vulnerability and environmental justice criteria in the DTSC decision-making.

(And so) on to these discussion questions for this goal. That's Slide 39. And we'd like to hear from you. What are the most important action items for the goal area?

What is missing? Are we measuring the right things? And what else should DTSC know about this goal area or objective or the action items that we covered?

Operator, if you could please unmute the lines, we will invite questions and discussion from anybody who's participating this evening. If you are not speaking at the moment, please do put your phone on mute to reduce the background noise.

A lot of folks might be having dinner right now. But we do welcome your participation and are happy that you joined us this evening. So, operator, please unmute the lines.

Operator: All lines are open.

Ana Mascarenas: Does anybody have any questions or thoughts on what are the most important action items, what we're missing, what (unintelligible) the right things?

Again, you can also use the chat for the folks who are on the Webinar. Please enter a chat if you would like in the box there. Or you can email DTSC Public Meeting at DTSC, dot CA, dot G-O-V.

Okay, one more call for questions or thoughts on this goal. Okay, we can also probably leave the lines open in case folks want to take themselves off of mute while we're going for any of these items. And I encourage some discussion if you have questions as we go along.

The next goal that we have to cover is high performing programs and services. And that is the next one on our slide. So, I can jump in and start reading through the goals.

And I have a volunteer here also, our chief deputy director, Francesca Negri, to lead us through this section.

Again, for all the folks on the phone, your lines are open, which means that, if you would like to ask a question at any time, please just state your name and jump in.

Francesca Negri: Okay, this is Francesca Negri. I'm the chief deputy director for DTSD. I'm going to give Ana Mascarenas a break. She's been at it for the earlier session and today and I appreciate her taking the lead on sharing with you some of the specific goals that you have an interest in.

So, we're going to go over goal three, high performing programs and services. We will hold ourselves accountable to our commitments, acknowledge where improvements are needed and work to

continuously improve our programs and services to earn the respect of our stakeholders.

And on slide Number 41, we do that through objective A, which is accelerate decision-making by implementing streamlined processes for regulation development, permitting decisions, enforcement actions, site cleanups and safer consumer products prioritization.

And under objective A, we have prioritize actions that start on Slide 42 and continue through Slide 44.

And these are, number one, implement violations scoring procedures for operating permitted hazardous waste facilities, revise DTSC's rulemaking process to ensure consistency, implement improvements in safer consumer project processes and tools.

Number four, leverage green ribbon science panel expertise. And number five, continuing on Slide 43, implement streamlined enforcement processes.

Number six, refer 90% of Office of Criminal Investigations, civil and misdemeanor cases within 180 days from the date a violation was determined.

Number seven, refer 90% of Office of Criminal Investigations felony cases within 365 days from the date a violation was determined.

Number eight, measure the outcomes of the streamlined site cleanup processes for voluntary oversight documentation.

And moving on to prioritize action number nine on Slide 44, implement streamlined cost estimate review process to ensure all legally required financial assurance mechanisms are in place.

Audit financial assurance requirements data to ensure all facilities and sites have up to date required financial assurance instruments and ensure this information is included in EnviroStor.

And number eleven, continue to implement streamlined permitting processes while increasing opportunities for meaningful public input.

And all of these prioritized actions, or actually most of them, have dates by which we hope to have these prioritized actions implemented or completed.

Moving on to objective B, which is Slide 45, improved processes and tools to enable staff to meet program objectives. We do this through three prioritized actions that start on Slide 46.

Number one, identify technology to support administrative processes. Number two, apply lean six sigma and other process improvement methodologies to selected administrative processes.

Establish a baseline timeline for services and set improvement targets. And number three, identify inconsistencies and inefficiencies and project management practices and develop a process improvement plan.

Moving on to objective C on Slide 47, streamline workload and data tracking to improve resource management and project planning.

And we have four prioritized actions that are listed on Slide 48. Number one, establish a data governance framework for data architecture management and standards.

Number two, monitor and ensure full implementation of DTSC lean six sigma projects in pilot control and implementation phases.

Number three, evaluate and streamline systems for tracking activities and labor hours used to recover costs from responsible parties.

And number four, implement a comprehensive laboratory information management system in DTSC's environmental chemistry laboratory.

Moving on to objective D on Page – or on Slide 49 – excuse me – use a systematic governance process to prioritize DTSC's programs and services and ensure their alignment with strategic priorities and available resources.

We have six prioritized actions under this objective starting on Slide 50. Number one, conduct monthly governance meetings to track progress towards strategic objectives and actions.

Number two, create business process improvement plans for each core program with clear performance measures to ensure accountability.

Number three, create and implement program level strategic plans aligned with departmental strategic plans.

Number four on Slide 51, use baselines established through workload studies to align resources with strategic priorities.

Number five, establish governance process for the initiation, assessment, planning, approval and implementation of information technology projects. And number six, establish governance process for facility management.

Moving on to objective E on Slide 52, use the best available scientific methods, engage experts across scientific disciplines and provide clear and accessible scientific information including risk communications, technical reports and data presentation.

We have seven prioritized actions that are aligned with this objective starting on Slide 53. Number one, engage in scientific studies and collaborate with researchers and other governmental organizations on an ongoing basis to support the state's chemical management policy.

Number two, improve staff access to emerging science and scientific articles. Number three, implement a process to ensure use of plain language in scientific documents and communications.

Prioritize action number four on Slide 54, based on emerging science, develop cross-functional teams that identify projects for future consideration and resources.

Number five, enhance the services of the environmental chemistry laboratory. Number six, promote information sharing within scientific communities and the general public.



And number seven, develop policies and procedures for use of split samples, blind samples and lab and field audits to data verification, validation and usability assessments.

Aligned with these objectives and prioritized actions are key performance indicators that are listed on Slides 55 and – 55 through 57.

And these include inspection reports to permitted e-waste transporter storage and disposal facilities are completed within 30 days. Formal enforcement actions are referred, issued or resolved within 240 days.

Performance evaluations score is achieved by the environmental chemistry laboratory when participating in proficiency testing of independent chemical samples.

On Slide 56, permitted facilities have financial assurance mechanisms in place before receiving a hazardous waste permit. Three rulemakings are initiated for priority products in 2019.

Project managers complete program specific project manager trainings. Clean up sites have an approval – an approved final remedy within two years of site characterization completion.

Clean up sites begin remedy construction within two years of the final remedy approval. And on Slide 57, corrective action cleanup sites have financial assurance within 90 days of DTSC approving corrective measures work plan.

Hazardous waste facilities have a compliance history violations scoring procedure score by 2020. Hazardous waste facility closure, post-closure and corrective action cost estimates are reviewed on a five year cycle.

And hazardous waste facility permit decisions are completed within two years of applications by December of 2023.

So, those are the goals. That is goal number three and the objectives, prioritized actions and key performance indicators that are aligned with that goal of high performing programs and services.

For discussion, what are the most important action items for this goal area? You can let us know what you think might be missing and whether or not we're measuring the right things and what else DTSC should know about this goal area or objective or action items contained within the goal.

Ana Mascarenas: Thank you, Francesca. So, we have the chat open if you'd like to enter any thoughts or questions there. We have the email address, DTSC Public Meeting at DTSC, dot CA, dot gov.

We can read out your question or your comments. And the lines are open if anyone would like to unmute themselves and share any thoughts on the goal that we just covered.

Again, we have slightly more detail inside the document that was posted last week. It has some more of the metrics and date information for each of these goals.

There's a lot especially within – well, within each of the goals. And so we welcome any thoughts or feedback you might have after you'd had some time to review.

You can email your thoughts to the email address that I shared earlier or reach out to us. We are gathering input through the end of July. We hope to have everything by August 2 and we'll be engaging in some regional workshops as well.

Okay? We have three other goals that are in the plan. For this kind of Webinar in speaking with people in planning, we thought that it would be a lot of material to go over five goals all at once.

We can open up another poll to see if there's one more goal that we might want to cover. I'm looking around the room and asking for any feedback for folks on the phone as well.

But we are open to spending the time in a way that anyone who may have called in would like to ask us questions or provide more feedback on. So, operator, if you could make sure that that phone lines are open.

And I'm actually going to call on somebody in particular to make sure that we have things working. (James), if you could unmute yourself and just let us know that you're there.

(James) is our branch chief in the Office of Communications. He was part of the team that helped put together these Webinars and we really appreciate all of his help on there. So, (James), if you are on the line, could you unmute yourself?

(James): I am here. Can you hear me?

Ana Mascarenas: We can hear you very faintly, but we can hear you.

(James): Okay.

Ana Mascarenas: Great. That was just a quick check to make sure we did have the same information presented earlier today from 1:00 to 3:00 pm with a number of participants.

So, at this point in time, I will leave the line open for a couple more minutes to see if anyone has any more questions or thoughts. But we did present and put online between last week and this week, a whole lot of information and we know it may take some time to digest. The line is open and the email is open for anyone who wants to ask any questions or share comments.

Okay, hearing none, and again, your lines are open if you have any thoughts – we are going to start wrapping up this evening Webinar and share with you some of the next steps.

So, for that, I'm going to ask everyone to please turn to Page – I'm sorry, to Slide 83. And (we'll crawl) into Slide 83. And we have some dates and locations to share with you about some of our July regional engagement workshops.

If you know of any organizations, any communities that would like to learn more about the strategic plan, please also reach out to us through the DTSC public meeting email address.

For example, I will be going to a number of the regional (EJ) taskforce meetings and providing a short presentation of the strategic plan over the coming weeks.

Our leadership and staff are happy to coordinate all the other meetings and have discussions with you. We have three workshops being planned.

The first for July 8 which will be in Richmond. July 15 in Bakersfield. July 18 in the Los Angeles commerce region.

And more of the details such as flyers and information will be confirmed and available on the Web site where you found information to RSVP for this Webinar tonight and it's listed on the slide there.

So, again, if you have any questions or requests for workshops or stakeholder meetings please just let us know.

We are very thankful that you spent the early part of the evening with us to learn more about DTSC's draft strategic plans. I'm going to jump over to the last slide within our presentation.

And that is just recapping some of the next steps and ask if Director Williams would like to share some closing remarks.

Dr. Meredith Williams: So, I will, once again, say we look forward to getting input from anyone who's interested in helping us make this plan stronger.

Thank you so much for taking the time at the end of a long workday to be with us over the last hour. We know that's asking a lot and we do appreciate your willingness to plug into the work that we're doing and to try to help us make sure that we can serve you better.

And with that, I will say we hope to hear from you. You didn't have comments tonight, but as you think about the material we presented and look more closely at the strategic plan, please know that we truly welcome your input and hope to get that by the end of July so that we can strengthen that strategic plan and move on, as I like to say, (unintelligible), to getting – rolling our sleeves up and really getting the work done to achieve the goals that we've laid out for ourselves. So, thank you so much.

Oh, we did get a suggestion on the line. (Alex Solvies) made a suggestion. I don't know if those of you who might be able to see it on the chat.

Ana Mascarenas: Oh, great.

Dr. Meredith Williams: But the suggestion is, may I suggest a workshop in (unintelligible) California? This is a very important DTSC issue in that city that I believe is worth addressing. Thank you, (Alex).

Ana Mascarenas: Thank you, (Alex). I'll take a moment to address that as well. We'll definitely be reaching out to you. We're very excited. We have been looking into options for a workshop in the (Herald) Valley region.

And – thank you – and we're happy to coordinate with you. We have some suggested dates and would love to speak with you. So, (Patrice)

and (Angela) and myself – this is Ana speaking – will get in touch with you right after this Webinar.

Dr. Meredith Williams: Thank you, (Alex). So, with that, I will bid you good evening and thank you again for taking the time to be with us over the last hour. Thank you. (Unintelligible) on (Alex)'s happy face. Thank you. Bye-bye.

Woman: Bye-bye.

Operator: Thank you for participating in today's conference. You may disconnect at this time.

END